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# State of Washington Department of Retirement Systems

## Human Resource Management Report

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October 2009

## Managers' Logic Model for Workforce Management



# Executive Summary

Department of Retirement Systems

Performance Measure	Status	Action Priority <sup>e</sup>	Comments
<b>PLAN &amp; ALIGN WORKFORCE</b>			
Management profile <sup>a</sup>	12.7% = "Managers"; 10.1% = WMS only	M	WMS control point = 10.5%
% employees with current position/competency descriptions <sup>b</sup>	45%	H	
<b>HIRE WORKFORCE</b>			
Average Time to Hire Funded Vacancies <sup>c</sup>	62 avg days to hire (of 22 vacancies filled)	L	
Candidate quality ratings <sup>c</sup>	72% cand. interviewed had competencies needed 100% mgrs said they were able to hire best candidate	L	
Hiring balance (% types of appointments) <sup>c</sup>	73% promo; 23% new hires; 4% transfers	L	
Number of separations during post-hire review period <sup>c</sup>	1	L	
<b>DEPLOY WORKFORCE</b>			
Percent employees with current performance expectations <sup>b</sup>	78%	H	
Overtime usage: (monthly average) <sup>c</sup>	.05 hours (per capita); 1.0775% of EEs receiving OT	L	
Sick leave usage: (monthly average) <sup>c</sup>	7.4 hours (per capita)	M	
# of non-disciplinary grievances <sup>c</sup>	0 grievances	L	DRS is currently non-represented
# of non-disciplinary appeals & Dir's Reviews filed <sup>c</sup>	0 appeals, 0 Director's Reviews	L	
<b>DEVELOP WORKFORCE</b>			
Percent employees with current individual training plans <sup>b</sup>	78%	H	
<b>REINFORCE PERFORMANCE</b>			
Percent employees with current performance evaluations <sup>b</sup>	78%	H	
Number of formal disciplinary actions taken <sup>c</sup>	8	M	
Number of disciplinary grievances and appeals filed <sup>c</sup>	0 grievances; 0 appeals	L	DRS is currently non-represented
<b>ULTIMATE OUTCOMES</b>			
Turnover percentages (leaving state service) <sup>c</sup>	5.9%	M	
Diversity Profile <sup>a</sup>	70% female; 20% people of color; 80% 40+; 6% with disabilities	M	
Employee survey overall average rating <sup>d</sup>	4.21	M	147 employees participated in the 2007 survey

a) Data as of 6/30/09

b) Data as of 6/30/09 or agency may use more current date (if so, please note in the "Comments" section)

c) Data from 7/1/08 through 6/30/09

d) Data as of November 2007 State Employee Survey

e) Action Priority: H=High, M=Medium, L=Low For those measures that have Action Steps

## Management Profile

Agency Priority: Medium

# Plan & Align Workforce

### Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

### Performance Measures:

#### Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

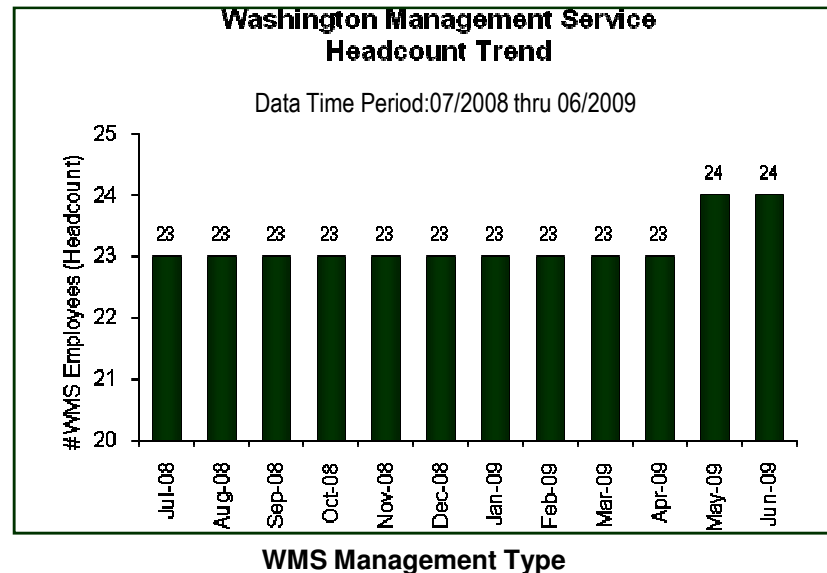
**WMS Employees Headcount = 24**

**Percent of agency workforce that is WMS = 10.1%**

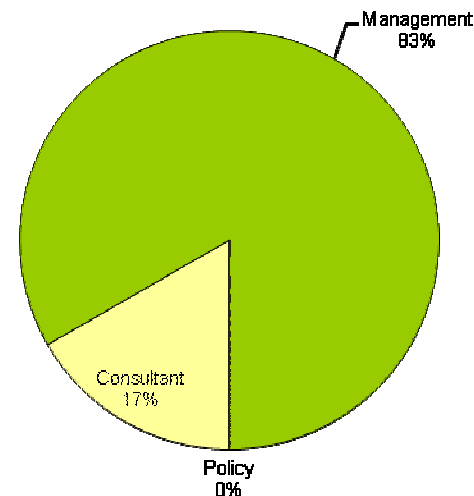
**All Managers\* Headcount = 30**

**Percent of agency workforce that are Managers\* = 12.7%**

\* In positions coded as "Manager" (includes EMS, WMS, and GS)



Management	20
Consultant	4



Data as of 06/2009  
Source: HRMS - BI

### Analysis:

- **WMS Control Point: 10.5%**
- DRS continues to remain under its established baseline for WMS positions.
- The appointment in May 2009 was to a critical management position in our Employer Support Services unit.

### Action Steps:

- We are anticipating vacancies in two of our WMS positions due to retirement and movement out of the agency.
- As these and other WMS positions become vacant, the position descriptions will be updated and Human Resources staff will review them to ensure the duties still meet the definition of manager. If they do not, an appropriate general service classification will be found for the duties described, and the position will be reallocated out of WMS.
- We will continue to manage our WMS positions within our established baseline.

# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

Management profile  
Workforce Planning measure (TBD)

**Percent employees with current position/competency descriptions**

## Current Position/Competency Descriptions

Agency Priority: High

**Percent employees with current position/competency descriptions = 45%\***

\*Based on 106 of 236 reported employee count  
Applies to employees in permanent positions, both WMS & GS

## Analysis:

- Beginning in March 2009, we defined our criteria for determining what "current" meant for position/competency descriptions for agency positions. We have determined that descriptions which have not been reviewed and/or updated in four years are no longer considered current, even if the duties have not changed.
- Because it has been four years since the implementation of Civil Service Reform and the revision of nearly 100% of our agency's position descriptions, those that have not been reviewed and/or updated in the interim are now considered outdated. This is what has attributed our completion rate dropping from 97% in our October 2008 report to our current rate of 45%.

## Action Steps:

- We are continuing to work with managers and supervisors in updating position descriptions. We require every hiring supervisor to review the position description prior to beginning a recruitment and update it as necessary to ensure we have an accurate description of job duties. We are also identifying a method to provide an electronic version of the most recent position description (or a link to an electronic version) to the supervisor with every evaluation due notification.
- We are continuing to build our electronic library of updated position descriptions that can be made available to supervisors and employees.

Data as of 06/2009  
Source: Agency-tracked Data

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

### Time-to-hire vacancies

### Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

## Time-to-Hire / Candidate Quality

Agency Priority: Low

### Time-to-Hire Funded Vacancies

Average number of days to hire*:	62
Number of vacancies filled:	22

\*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Agency Priority: Low

### Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 48 Percentage = 72%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 18 Percentage = 100%

Hiring managers indicating "no":

Number = 0 Percentage = 0%

## Analysis:

- During this reporting period, we recruited for one WMS position that was opened until filled. Our management positions often require pension or benefit-related experience, which makes it difficult to find qualified candidates to interview and select from in a relatively timely manner.
- Additionally, 10 of the 22 vacancies filled were in our agency-unique Retirement Services Analyst 2 class. We opened a recruitment in June 2009 and out of the more than 200 applications we received, 120 individuals participated in our Orientation and Skills Assessment, and 50 applicants were interviewed for our vacancies. We put a significant amount of time in the front-end of our RSA 2 recruitment process to help ensure we are hiring the right candidates and that our turnover continues to remain as low as it has since we implemented our process in 2005.
- All candidates referred for interviews possess the competencies required for the position. The percentage for candidate quality is an assessment of the candidates referred and their likelihood of being successful in the position, as demonstrated through our structured interview process.

## Action Steps:

- We will continue to take the time necessary to ensure the candidates we interview for our positions have the qualifications and competencies necessary to be successful in performing the job.

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

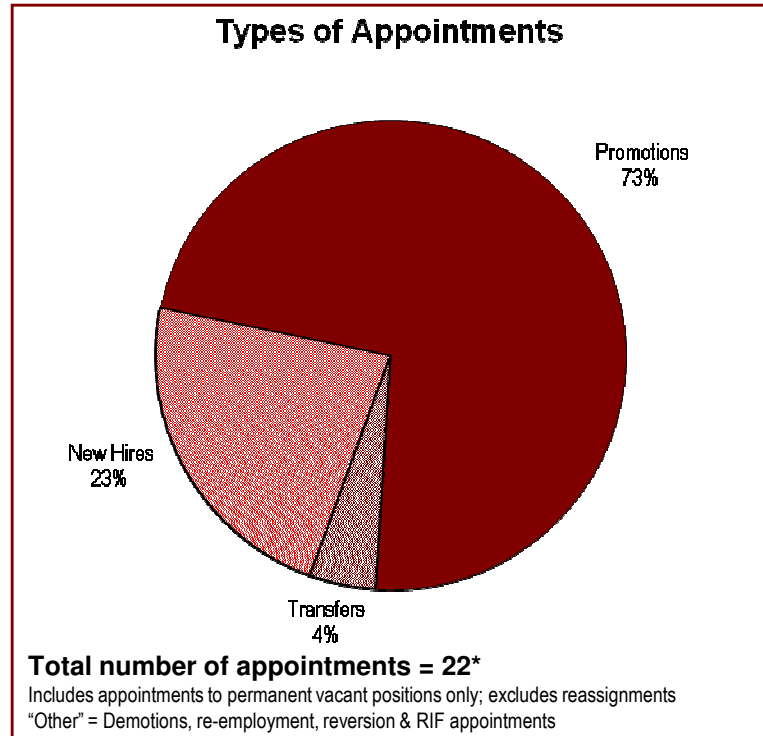
Time-to-hire vacancies  
Candidate quality

**Hiring Balance**  
(proportion of appointment types)

**Separation during review period**

## Hiring Balance / Separations During Review Period

Agency Priority: Low



Agency Priority: Low

Separation During Review Period	
Probationary separations - Voluntary	0
Probationary separations - Involuntary	0
<i>Total Probationary Separations</i>	<i>0</i>
Trial Service separations - Voluntary	0
Trial Service separations - Involuntary	1
<i>Total Trial Service Separations</i>	<i>1</i>
<b>Total Separations During Review Period</b>	<b>1</b>

Data Time Period: 07/2008 thru 06/2009  
Source: HRMS - BI

## Analysis:

- Our recruitment efforts are designed to identify candidates who are not only a good match for the job they are hired for, but also for future opportunities within the agency.
- Each employee is reviewed individually during his or her probationary/trial service period to ensure he or she is receiving the right tools and resources to do their job. An employee may have his or her review period extended to ensure they have been exposed to all aspects of the job and have had adequate training to be successful in their position.

## Action Steps:

- We will continue to recruit for talent and will grow and develop our own staff for promotional opportunities within the agency.
- We will also continue to work with each employee during the review period to ensure they have the tools and resources necessary to be successful in their jobs.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

### Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

## Current Performance Expectations

Agency Priority: High

**Percent employees with current performance expectations = 78%\***

\*Based on 184 of 236 reported employee count  
Applies to employees in permanent positions, both WMS & GS

## Analysis:

- Completion of employee performance evaluations and establishment of future performance expectations continues to be a priority for the agency. All current performance evaluations include future performance expectations.

## Action Steps:

- In May 2009, DRS had an average completion rate of 74%. Our Director has set a goal of 100% completion of employee evaluations for the agency, including the establishment of clear performance expectations that are directly linked to our mission and core values.
- Human Resources staff will continue to work with supervisors on the importance of establishing meaningful expectations for staff and ensuring those expectations are linked to performance measures and the agency's mission.



## Overtime Usage

Agency Priority: Low

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

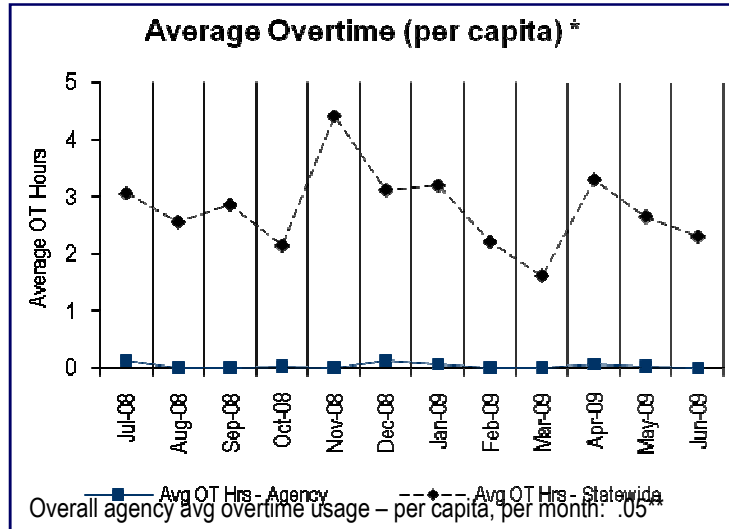
## Performance Measures

Percent employees with current performance expectations

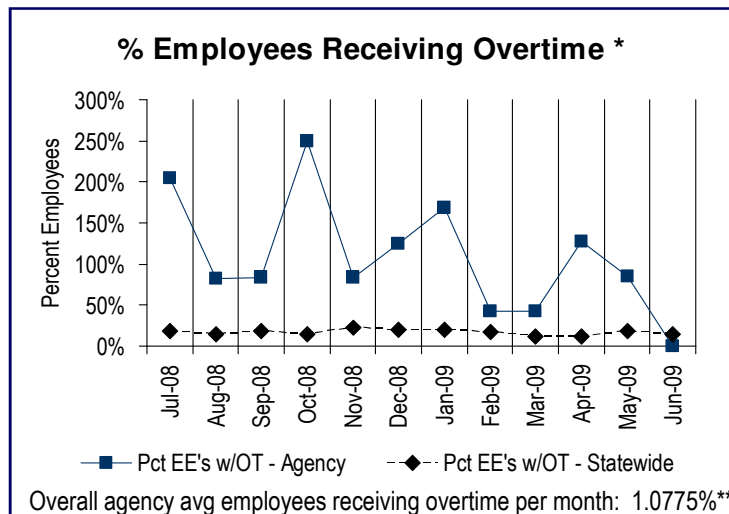
### Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)



\*\*Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months



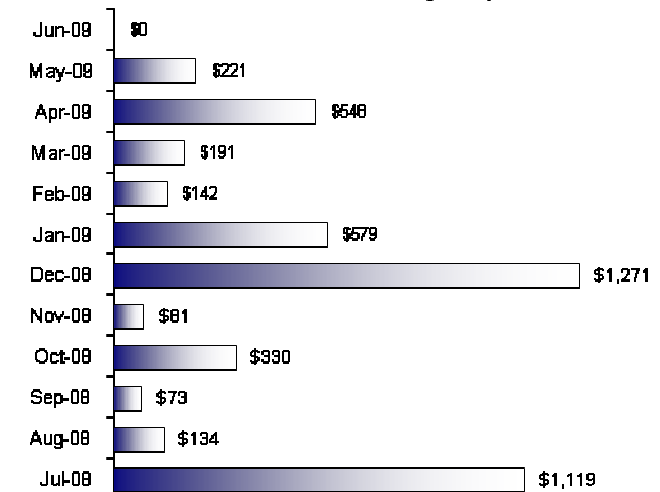
\*\*Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

\*Statewide overtime values do not include DNR

Data Time Period: 07/2008 thru 06/2009

Source: HRMS - BI

## Overtime Cost - Agency



## Analysis:

- Overtime in DRS continues to be well managed. Use of overtime is a balance between appropriate planning for cyclical workloads and in-the-moment needs. Our use generally reflects workload peaks and agency needs.

## Action Steps:

- DRS will continue to our practices in managing workloads and using overtime appropriately.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

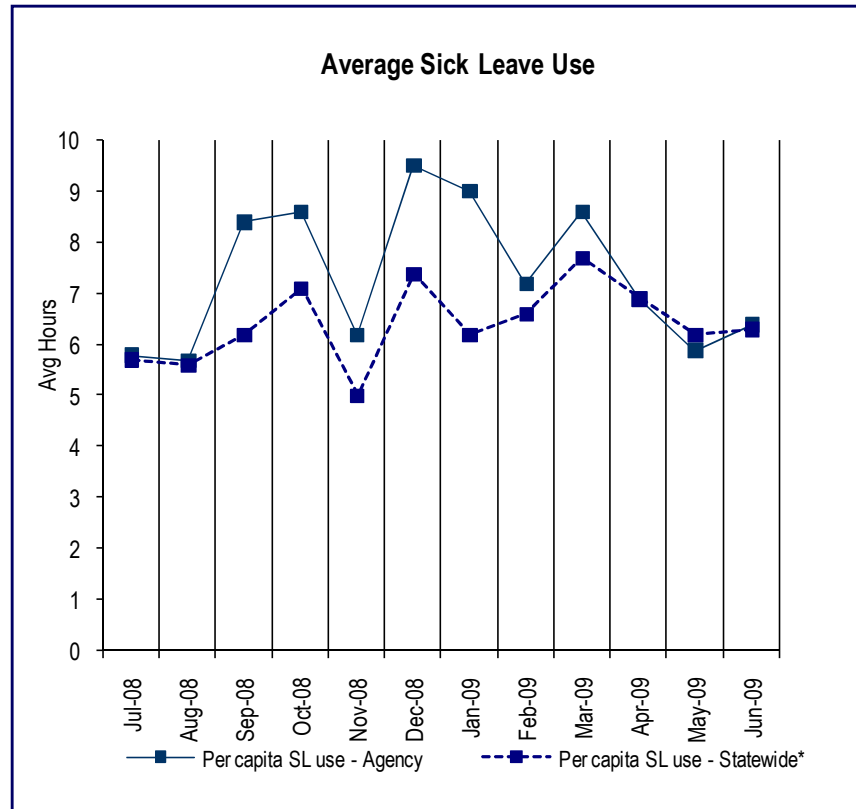
Overtime usage

## Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Agency Priority: Medium

## Sick Leave Usage



## Analysis:

- DRS had a number of employees use sick leave for protected leave reasons (e.g., FMLA, Family Care Act, unforeseen family care) during this fiscal year. Staff used nearly 1,700 hours of sick leave for FMLA-qualifying reasons and over 450 hours for family care or family emergency situations.
- DRS employees also continue to generously donate sick leave to their fellow employees who are in need of shared leave.

## Action Steps:

- With the current concern regarding the H1N1flu and the possibility of up to 50 percent of people contracting it or needing to care for family members who contract it, our Director has encouraged staff to proactively monitor their own sick leave balances and ensure they have an adequate amount of leave available to cover any unforeseen health issue, including the flu.
- Human Resources staff will be providing monthly reports of staff sick leave use and leave balances to Executive Management Team members for their review. Any concerns regarding leave use (e.g., accrue and use, leave patterns, etc.) will be managed on a case-by-case basis between the supervisor and employee.

## Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - Agency	Avg SL Balance (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	Avg SL Balance (per capita) - Statewide*
7.4 Hrs	216.2 Hrs	6.4 Hrs	240.2 Hrs

\* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 07/2008 thru 06/2009  
Source: DOP HRMS Report

## Deploy Workforce

### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

### Performance Measures

Percent employees with current performance expectations

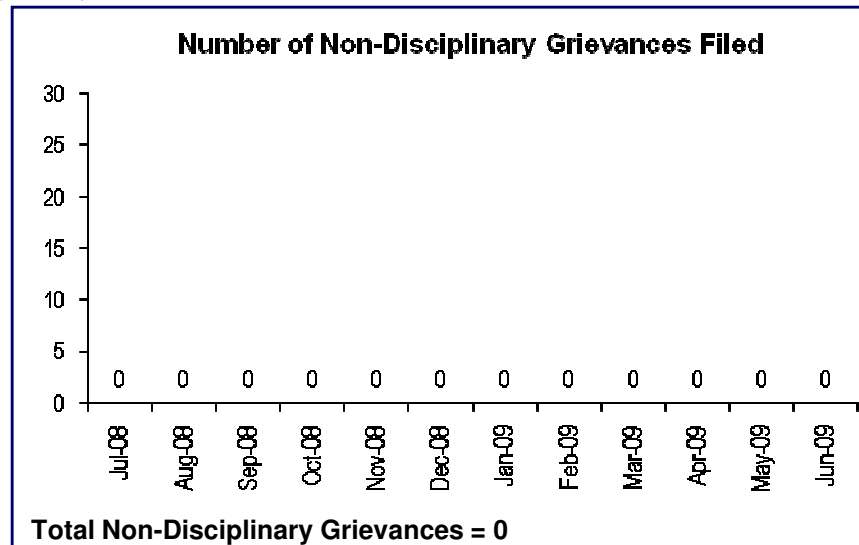
Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

## Non-Disciplinary Grievances (represented employees)

Agency Priority: Low



### Analysis:

- DRS's largest bargaining unit voted for decertification back in April 2005. The remaining bargaining unit of five supervisory employees voted for decertification in April 2007.

### Action Steps:

- We will continue to fairly and accurately interpret and apply the civil service rules for all agency employees. We will continue to treat all employees fairly and respectfully, and we will attempt to resolve any disagreement or discrepancy at the lowest level possible.

Data Time Period: 07/2008 through 06/2009

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

## Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

### Filings for DOP Director's Review

- 0 = Job classification
- 0 = Rule violation
- 0 = Name removal from Layoff List
- 0 = Exam results or name removal from applicant/candidate pool, *if DOP did assessment*
- 0 = Remedial action

**0 = Total filings**

### Filings with Personnel Resources Board

- 0 = Job classification
- 0 = Other exceptions to Director Review
- 0 = Layoff
- 0 = Disability separation
- 0 = Non-disciplinary separation

**0 = Total filings**

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

### Analysis:

- DRS did not have any requests for review or appeals of actions taken filed with either the Department of Personnel's Director or the Personnel Resources Board during this reporting period.

### Action Steps:

- We will continue to make decisions that impact the candidacy of job seekers and the employment of our staff in a fair, thoughtful and respectful manner. Efforts will be made to resolve any concerns at the earliest opportunity and the lowest level possible, and actions involving layoff or separation from employment will be handled with the utmost concern and respect for the individual.

Data Time Period: 07/2008 thru 06/2009  
Source: Department of Personnel

## Develop Workforce

### Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

### Performance Measures

**Percent employees with current individual development plans**

Competency gap analysis (TBD)

## Individual Development Plans

Agency Priority: High

**Percent employees with current individual development plans =78%\***

\*Based on 184 of 236 reported employee count  
Applies to employees in permanent positions, both WMS & GS

### Analysis:

- Completion of employee performance evaluations and establishment of individual development plans continues to be a priority for the agency. All current performance evaluations include completed individual development plans for staff.

### Action Steps:

- In May 2009, DRS had an average completion rate of 74%. Our Director has set a goal of 100% completion of employee evaluations for the agency, including the establishment of individual development plans.
- Human Resources staff will continue to work with supervisors on the importance of identifying meaningful training and development opportunities for staff not only for enhancing skills needed for their current job, but also to help develop competencies for future career enhancement.

## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

### Performance Measures

#### Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Current Performance Evaluations

Agency Priority: High

**Percent employees with current performance evaluations = 78%\***

\*Based on 184 of 236 reported employee count  
Applies to employees in permanent positions, both WMS & GS

### Analysis:

- Completion of employee performance evaluations continues to be a priority for the agency. Supervisors and managers receive timely notification of evaluations due on their staff through the online Employee Dashboard.
- In May 2009, DRS had an average completion rate of 74%. The Director has set a goal of 100% completion of employee evaluations for the agency, to ensure employees not only receive timely feedback, but that they have clear expectations set that are directly linked to our mission and core values.

### Action Steps:

- The Employee Dashboard is undergoing additional enhancements to ensure supervisors and managers are receiving adequate notice of evaluations that are due.
- Human Resources staff will continue to work with supervisors on the quality and timeliness of evaluations and the importance of providing meaningful feedback, expectations and development plans for staff.
- Additionally, we are continuing to review alternative evaluation tools that will assist our supervisors in completing timely, meaningful evaluations for their staff.

# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

Percent employees with current performance evaluations

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

## Formal Disciplinary Actions

Agency Priority: Medium

### Disciplinary Action Taken

Action Type	# of Actions
Dismissals	0
Demotions	0
Suspensions	6
Reduction in Pay*	2
<b>Total Disciplinary Actions*</b>	<b>8</b>

\* Reduction in Pay is not currently available as an action in HRMS/BI.

### Issues Leading to Disciplinary Action

- Misuse of state resources
- Violation of agency policy

## Analysis:

- The severity of the misconduct, the employee's history, and the similarity of situations are all taken into consideration when determining the need for and level of discipline in these cases. We focus on treating employees fairly and respectfully during the investigative and disciplinary processes, and take the level of discipline that we believe will change the behavior.
- None of the eight disciplinary actions that were taken during this reporting period were appealed by the employees.

## Action Steps:

- DRS will continue to utilize positive discipline when appropriate to resolve issues.
- The level of discipline taken will continue to be considered on a case-by-case basis, and employee will be treated in a fair and respectful manner at all times throughout the process.

## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

### Performance Measures

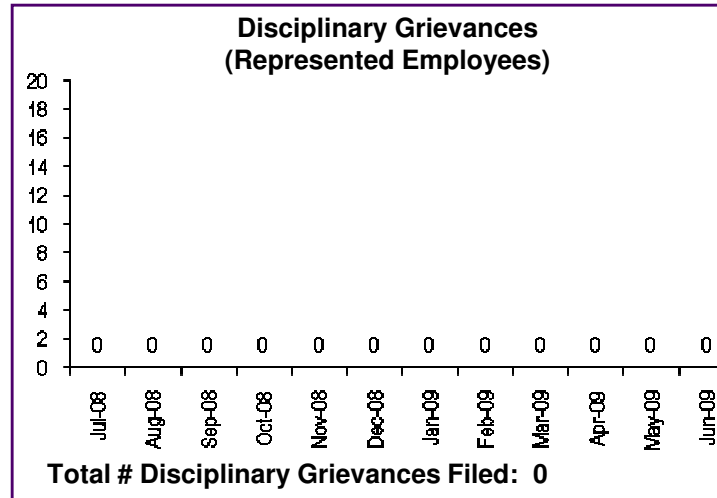
Percent employees with current performance evaluations

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

## Disciplinary Grievances and Appeals

Agency Priority: Low



### Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

0 = Dismissal  
 0 = Demotion  
 0 = Suspension  
 0 = Reduction in salary

**0 = Total Disciplinary Appeals Filed with PRB**

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

### Disposition (Outcomes) of Disciplinary Grievances

- None of the eight disciplinary actions taken against our non-represented employees during this reporting period was appealed to the Personnel Resources Board.
- We will continue to treat employees fairly and respectfully in the disciplinary process and ensure the level of discipline taken is appropriate to change the behavior.

Data Time Period: 07/2008 thru 06/2009  
 Source: Agency-tracked data



# ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

## Performance Measures

Turnover rate: key occupational categories

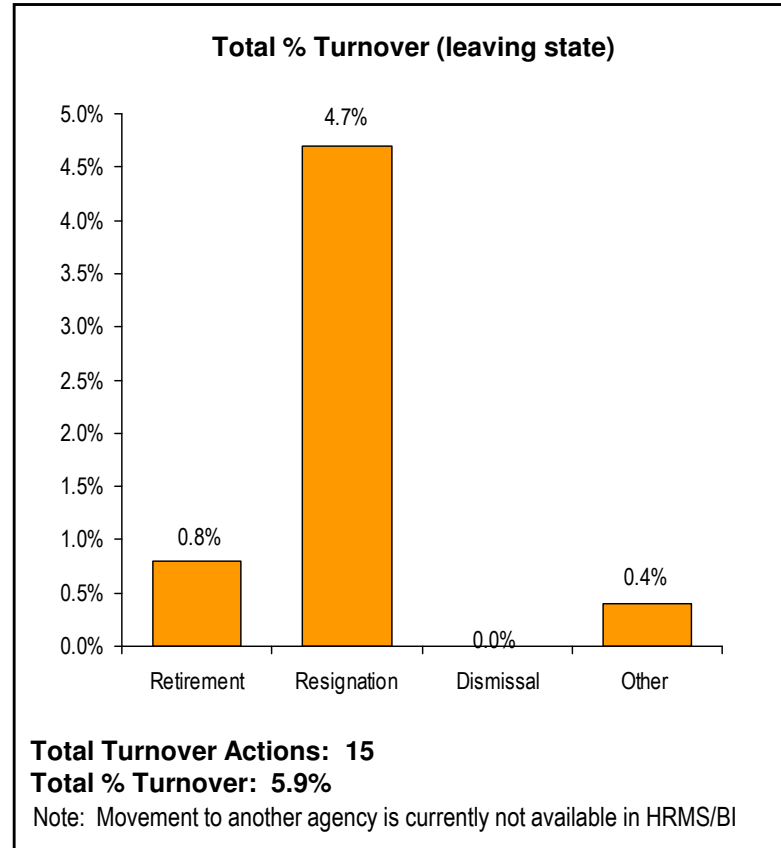
**Workforce Diversity Profile**

**Employee Survey Information**

Retention measure (TBD)

## Turnover Rates

Agency Priority: Medium



### Analysis:

- Because DRS is a small organization, we do not have as many opportunities for advancement as larger agencies or the private sector. Five (33%) of our resignations were due to employees seeking advancement opportunities outside of state government. In addition to the turnover reflected on this report, we had four employees promote out to other state agencies.
- We have a number of employees who are spouses of military service members. Two of our resignations were due to the relocation of the military spouse and the need for our employee to move from the vicinity.
- DRS was able to proactively plan for the two retirements we experienced.

### Action Steps:

- While we are not able to offer extensive promotional opportunities, DRS will continue to provide training for employees to enhance their skills, as well as provide opportunities for tuition reimbursement for career development.
- We will continue to proactively plan for known resignations and retirements to ensure continuity of service and customer satisfaction.

## Workforce Diversity Profile

Agency Priority: Medium

	Agency	State
Female	70%	53%
Persons w/Disabilities	6%	4%
Vietnam Era Veterans	7%	6%
Veterans w/Disabilities	0%	2%
People of color	20%	18%
Persons over 40	80%	74%

### Analysis:

- DRS continues to remain above the statewide average in all diversity groups, with the exception of Veterans with Disabilities.

### Action Steps:

- DRS will continue target recruitment efforts to ensure our candidate pools reflect the diversity of the State of Washington.
- We will continue to increase recruitment efforts for Veterans with Disabilities and will partner with military and veteran organizations to attract veterans returning to the civilian workforce.

## ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

### Performance Measures

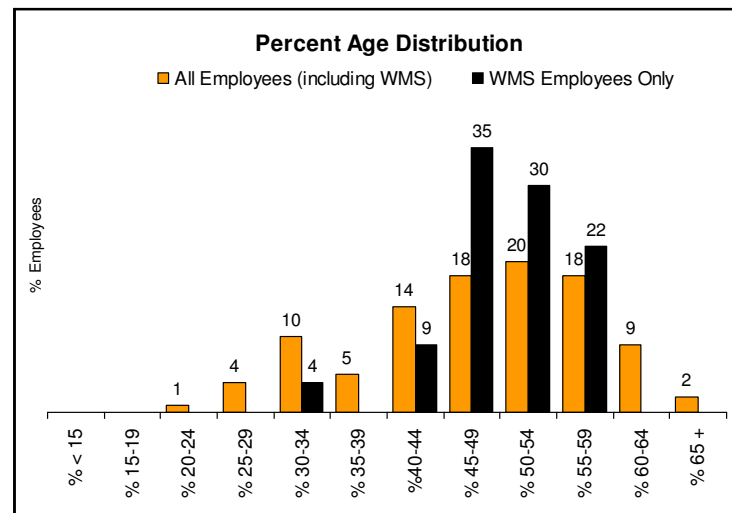
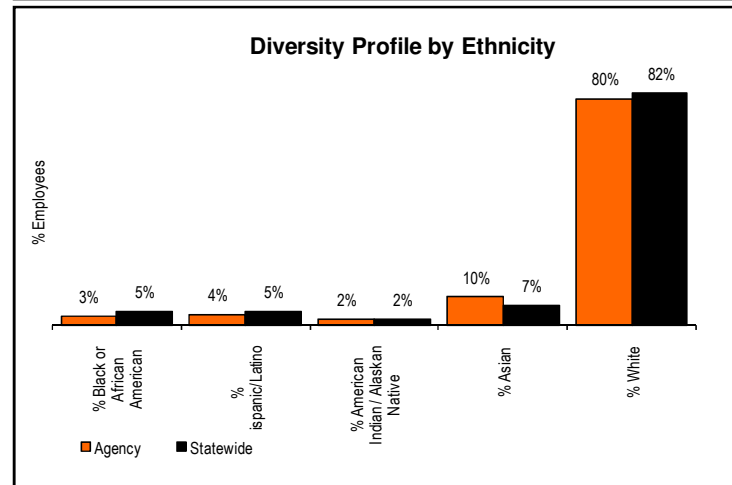
Turnover rates and types

Turnover rate: key occupational categories

### Workforce Diversity Profile

### Employee Survey Information

Retention measure (TBD)



Data as of 06/2009  
Source: HRMS - BI

## Employee Survey Ratings

Agency Priority: Medium

### ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

#### Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

#### Workforce Diversity Profile

#### Employee Survey Information

Retention measure (TBD)

Question	Avg April 2006	Avg Nov 2007
1) I have the opportunity to give input on decisions affecting my work.	4.14	4.06
2) I receive the information I need to do my job effectively.	4.13	4.27
3) I know how my work contributes to the goals of my agency.	4.41	4.47
4) I know what is expected of me at work.	4.57	4.54
5) I have opportunities at work to learn and grow.	4.01	3.93
6) I have the tools and resources I need to do my job effectively.	4.32	4.26
7) My supervisor treats me with dignity and respect.	4.63	4.53
8) My supervisor gives me ongoing feedback that helps me improve my performance.	4.00	4.06
9) I receive recognition for a job well done.	3.76	3.88
10) My performance evaluation provides me with meaningful information about my performance.	3.94	3.86
11) My supervisor holds me and my co-workers accountable for performance.	4.39	4.44
12) I know how my agency measures its success.	3.86	4.12
13) My agency consistently demonstrates support for a diverse workforce.	n/a	4.28

**Overall average:** 4.18 4.21

**Number of survey responses:** 183 147

Data as of 11/2007

Source: Statewide Employee Survey

#### Analysis:

- Overall, DRS was well above the statewide average in scores for all questions in the 2007 Employee Survey. DRS was tied for fourth when comparing agencies and their overall scores, and we were one of only two agencies in the top five who showed an overall increase from the April 2006 survey.
- DRS has implemented or maintained most of the strategies discussed in the November 2007 analysis of our survey results. We have continued to hold regular all-staff meetings where agency-specific information is shared. We have also formed an Appreciation and Recognition Committee, where members identify and implement creative ideas to provide recognition for staff.
- Agency staff and supervisors regularly post "Accolades" for staff members, showing their appreciation – or appreciation received from customers – for their co-workers and staff.

#### Action Steps:

- DRS is actively encouraging staff to participate in the 2009 Employee Survey currently underway. Our Director has issued an agency-wide challenge for staff to increase overall participation in the survey from 59% in 2007 to at least 62% in 2009.
- Once results from the survey are available, DRS is committed to using those results to identify additional opportunities for improvement and change within the organization.